

# 2011-2012 COMMUNITY BENEFIT REPORT

**UC DAVIS**  
**HEALTH SYSTEM**



# Serving our communities

**\$3.4 billion**

Number of annual dollars UC Davis generates in economic activity in the region

**3rd**

Ranking of the 10,000-employee UC Davis Health System as Sacramento County's third-largest employer, behind only the state of California and the Sacramento County government

**2**

Number of consecutive years UC Davis Medical Center has been recognized nationally for its LGBT-friendly policies

**14**

Number of consecutive years Sacramento consumers have chosen UC Davis as best in the region for overall image and reputation

**UC Davis Health System envisions a future in which everyone enjoys a healthy life.** Every day, dedicated physicians, nurses, researchers, other health professionals, students, staff and community partners work together to improve individual and community health.

UC Davis, the Sacramento region's only academic health system, employs a workforce of about 10,000 highly skilled and dedicated men and women who support one of the country's best medical schools, a 619-bed acute-care teaching hospital, a 1,000-member physician practice group and the Betty Irene Moore School of Nursing. It is home to a National Cancer Institute-designated comprehensive cancer center, an international neurodevelopmental institute, a center for stem cell research and a comprehensive children's hospital. Whether treating complex injuries, educating the health-care workforce or investigating autism, UC Davis Health System provides the region with a unique combination of academic excellence and social responsibility that advances health for all.

## Community benefit

UC Davis Health System actively engages in improving the health of the region. This is known as "community benefit." Community-benefit practices include:

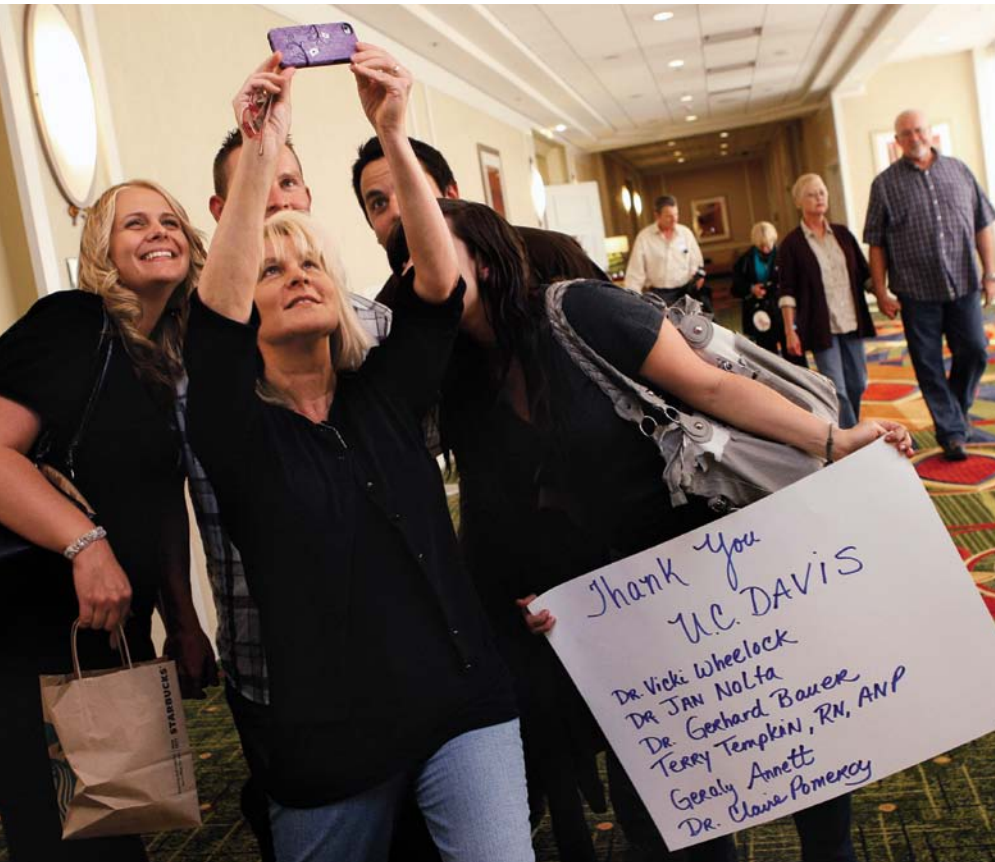
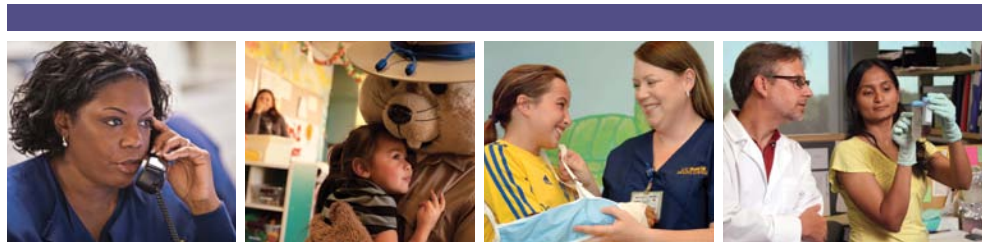
- performing health-care services without compensation;
- supporting community health improvement services and projects;
- educating health professionals who will serve the region;
- conducting research that improves lives;
- contributing to the region's economy and vitality through a talented workforce; and
- reinvesting resources into the community.

To help the region's nonprofit health-care providers and others to focus efforts on the area's greatest needs, UC Davis participates in a community health needs assessment every three years. A new regional assessment will be completed in 2013.

The 2010 Community Health Needs Assessment determined that among the region's most vulnerable populations, the four most prevalent health afflictions are asthma, diabetes, mental illness and hypertension. The assessment also determined that several health challenges are faced by the region's population, including insufficient access to health care, a lack of affordable medical insurance for many residents, often inadequate access to healthy foods at reasonable prices and poor availability of health-related information and education. These needs drive UC Davis Health System's priorities in its mission to improve lives and transform health care.

UC Davis Health System helps fuel the region's economy by generating nearly \$3.4 billion in economic output. Northern California gains an additional 1.1 jobs for every job the health system creates within its organization, together totaling more than 20,000 jobs.

UC Davis Health System sponsors more than 20 advisory bodies, including the National Board of Advisors, the Community Advisory Board, the Leadership Council and the Research and Education Community Advisory Board. Members of these committees contribute valuable and independent perspectives on UC Davis Health System's activities.



## Measuring our benefit in fiscal year 2011-2012

### UNREIMBURSED CARE

**\$137 million**

In some cases, UC Davis Medical Center and the faculty physician practice group absorb the expense of delivering essential health-care services to patients who are unable to pay for their health care.

- Bad debt: \$15.7 million
- Estimated cost in excess of reimbursement for government-sponsored care: \$121.3 million

### CHARITY CARE

**\$52 million**

UC Davis Medical Center and the faculty physician practice group performed \$52 million in free medical services for impoverished patients who had no source of payment for urgently needed care.

### RESEARCH

**\$195 million**

UC Davis Health System conducts more than 1,000 research studies annually, including basic-science, translational and clinical trial research – all with the goal of understanding human health and disease and of bringing new, effective and safe treatments to patients more quickly.

### DONATIONS AND SPONSORSHIPS

**\$750,000**

UC Davis Health System sponsors events and programs strongly aligned with its mission of improving lives and transforming health care. Both direct financial and in-kind donations support community endeavors that strengthen and improve the overall health and wellness of Sacramento. In addition, health system staff, faculty and students donate hundreds of hours of time to support community clinics, events and neighborhood groups.

### EDUCATION

**\$77 million**

UC Davis Health System invests in the future health-care workforce through its educational programs, including the UC Davis School of Medicine, the Betty Irene Moore School of Nursing, its Health Informatics, Public Health and Clinical Research master's degree programs, graduate student and post-doctoral training, and graduate medical education of residents and fellows at UC Davis Medical Center.

# Being part of the community



## **Volunteers from Staff Offering Services (SOS), UC Davis Health System's employee volunteer program, generously contribute their time.**

For example, the Sacramento Food Bank and Family Services, founded in 1976 in the basement of an Oak Park neighborhood church, today operates facilities, a demonstration garden and food distribution sites across Sacramento. It provides emergency goods and services to nearly 15,000 men, women and children every month. As a nonprofit organization, it relies extensively on volunteer support and SOS members have answered that call.

"We always look forward to working with SOS volunteers," said Robin Simpson, volunteer services manager at the food bank. "SOS volunteers are frequently coming from a long day of work over at the medical center, but they always bring enthusiasm and passion to their service."

SOS team members have bagged immeasurable amounts of produce and non-perishables for the nonprofit organization's food program, sorted and hung thousands of donated clothing items, and helped at fundraising events. Most importantly, they have shown

compassion for the food bank's clients while assisting them with tasks such as checking in, answering questions and finding much-needed clothing.

SOS was established in 1992 by a small group of employees who wanted to support fundraising events at UC Davis Medical Center and affiliated organizations such as Children's Miracle Network. Today, SOS offers several community engagement opportunities per month to more than 200 volunteers.

Volunteers can match their skills and personalities to different age or language groups; to events ranging from health and community fairs to fun runs, fundraisers, and school and career outreach and education; and to other organizations such as Ronald McDonald House, Meals on Wheels and WEAVE.

"I try to be a role model for my son, and he's come with me to volunteer with SOS a lot over the years," said one of SOS' team leaders Jill Dawdy. "He has since taken a real interest in community service, which has made me really proud."

Through SOS participation in community events, UC Davis Health System volunteers touch more than 10 percent of the service area. In 2011, SOS members volunteered 600 hours across a wide range of organizations.

"We value the partnership with SOS and feel fortunate to benefit from such positive and giving volunteers," Simpson said. "We often see some of the same people each time because they enjoyed their previous experience so much — they just keep coming back! And I can rely on them to jump right to work and share the fun with new SOS volunteers."

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**~ Jill Dawdy, One of SOS' Team Leaders**

UC Davis Health System partners with community groups working to advance health, including Sierra Health Foundation, among others, on initiatives such as Healthy Sacramento Coalition; Cover the Kids; Sacramento Youth Drug & Alcohol Coalition; Governors' Highway Safety Association; and California Strategic Highway Safety Plan.



**600**

Number of hours UC Davis Health System employees volunteered with community organizations through the Staff Offering Service Program

**200**

Number of employees volunteering in the community through the Staff Offering Service Program

**1,500**

Number of children and families from the community joining UC Davis in the first major study of environmental factors and gene-environment interactions in autism



UC Davis Health System is a member of key community organizations, including the Sacramento Area Regional Technology Alliance, the Sacramento Area Commerce and Trade Organization, the Sacramento Latino Medical Association, the Stockton Boulevard Partnership, the Sacramento Metro Chamber of Commerce, the Sacramento Black Chamber of Commerce, the Sacramento Hispanic Chamber of Commerce, the Sacramento Asian Pacific Chamber of Commerce and the Sacramento Rainbow Chamber of Commerce.

# Providing a continuum of care



## Being hospitalized for a significant injury or illness can change one's life.

Homeless patients face particular challenges. Those who lack family and financial support must surmount not only immediate health-care circumstances, but inordinate uncertainties in managing their recovery and restoration of health.

Imagine a trauma patient living in an unsafe place after losing his job and home; a woman who is critically injured while escaping a violent relationship and has no home to which she can safely return; or a man left newly homeless but spending hundreds of dollars on medication. Individuals like these have received support for their recovery and their futures through the Interim Care Program (ICP), a respite-care program offered through a collaboration among UC Davis Health System, other regional health systems, the Salvation Army and The Effort, a federally qualified health-care center.

Founded in 2005 and located at the Salvation Army shelter's facility in downtown Sacramento, the Interim Care Program serves people who lack housing and who are well enough for

hospital discharge, but still need a safe, supportive space for recuperation. The program, which incorporates evidence-based best practices, is one of only a few of its kind in the nation.

"The Interim Care Program is a tremendous benefit for all involved," said Patsy Bethards, manager of the Department of Clinical Case Management at UC Davis Medical Center. "Patients without a home at discharge appreciate the supportive environment where they can be off the street while recovering from their illnesses and injuries."

Hospitals benefit, she added, by having a safe place to locate patients who need an environment for continued healing but not the specialized care of an acute-care facility. The community benefits from reducing the number of people with medical problems on the streets.

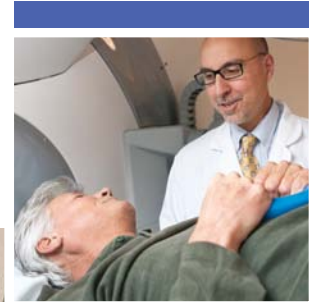
The Interim Care program allows a stay for up to six weeks and works with them to find housing. The program has made more than 800 placement referrals since it opened in 2005, with about 45 percent of the referrals from UC Davis Medical Center.

The comprehensive process helps decrease homelessness, hospital stays, emergency department visits and hospital readmissions which often occur when follow-up is inadequate. A study of the Interim Care Program indicated that more than 80 percent of the program's clients were able to move from the program into housing — whether transitional housing, shelter, board and care housing, or permanent supportive housing.

"Patients without a home at discharge appreciate the **supportive environment** (provided by the Interim Care Program) where they can be off the street while recovering from their illnesses and injuries."

~ **Patsy Bethards**  
Manager of the Department of Clinical Case Management

UC Davis Health System serves 13 percent of the hospital inpatient market in Sacramento County, delivers many unique services and contributes more than half of the charity care to indigent patients in the county. This commitment to the community continues despite cuts to local, state and federal support for safety-net care, education and research.



**2,000**

Number of people seeking services each year at the Sacramento CARES Clinic, with support from UC Davis, a key partner in the largest HIV/AIDS nonprofit organization in the region. Comprehensive services include a women's clinic, on-site pharmacy, counseling, nutrition, education and state-of-the-art clinical trials.

**58,000**

Number of annual visits to Sacramento's Emergency Department

**900,000**

Number of visits annually to UC Davis primary and specialty-care physicians

**500**

Number of online and streaming video health education and training courses

**21**

Number of languages in which UC Davis offers translation services for patients and family members

# Benefiting from research



**"I would not have been in the clinical trial if I hadn't gone to UC Davis."**

**~ Jerrilee Griego**

**When Jerrilee Griego was diagnosed with sarcoma, she met with UC Davis sarcoma specialist Robert Tamurian to learn about her treatment options.**

Tamurian told her about a new clinical trial directed by his colleague Robert Canter, an assistant professor of surgical oncology. Canter was testing the benefits of adding an anti-tumor drug called sorafenib to the cancer's conventional treatment approach of radiation and surgery; early trial results were promising, indicating that the pre-surgery combination of radiation and sorafenib could greatly increase the rates of tumor death, compared to standard treatments. Griego agreed to join the trial.

At UC Davis Health System, fundamental research and clinical trials are essential avenues for improving the health of the community. In this collaborative environment, scientists lead research to develop new therapies, such as drugs that enlist the immune system to attack cancer. Physician-scientists can then offer patients access to clinical trials of the most advanced and promising therapies. And patients benefit from more than just treatment; their progress is monitored very closely, and outcomes are improved by 10 to 20 percent, even in early-stage clinical trials.

The health system's robust research program – with more than 200 clinical

trials, including cancer trials, typically under way at any time – gives the Sacramento region access to the latest treatments and therapies for advanced illness and complex health conditions. Hundreds of research studies in basic-science, translational and clinical research are under way, leading to breakthroughs, access and enhanced health care at regional, national and global levels.

The magnitude of international cancer research over the years has led to improved treatment options, especially for common malignancies such as breast or prostate cancer. But patients who have rarer types of cancer, including sarcoma, have fewer treatment methods available, which is why clinical trials and other research remain critically important.

The health system links its research programs to the needs of the community through its Clinical and Translational Science Center's Research and Education Community Advisory Board. This board of community members reviews active clinical trials and advertisements for volunteers, and offers community members' suggestions for future studies.

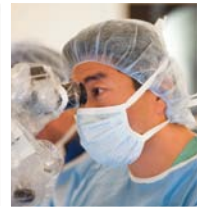
Through its clinical research studies and its advisory panels, UC Davis is able to help bring relevant, effective and safe treatments to patients – like Griego – more quickly. The sorafenib and radiation killed about 95 percent of the grapefruit-sized tumor lodged in her thigh, which Canter then removed surgically. Today she is cancer-free.

"I would not have been in the clinical trial if I hadn't gone to UC Davis," she says. "I knew they had the best cancer center in the area, and that the doctors were all working together and watching things closely. I was really pleased my doctor referred me here right away."

**The health system's robust research program – with more than 200 clinical trials, including cancer trials, typically under way at any time – gives the Sacramento region access to the latest treatments and therapies for advanced illness and complex health conditions.**



UC Davis is home to the only national center for Asian-Americans designated by the National Cancer Institute's Center to Reduce Cancer Health Disparities to research certain types of cancers that disproportionately affect this population.



**248** Bench research laboratories

**200** Clinical trials

**412** Individually funded principal investigators

**150** Number of scientists working as a team on stem-cell investigations at the UC Davis Institute for Regenerative Cures

**708** Laboratory support rooms that include tissue culture rooms, cold rooms, equipment rooms and other research facilities

**1,007** Individual active grants and contracts

# Addressing the nation's growing



**"All of us will need expert nurses, sooner or later.**

We must educate nurses to be the experts we need ... basic nursing knowledge is not enough.

There are new ways to teach more effectively: less lecture, more discussion, more group work, more simulation, and more experiential learning.

It's through these innovative methods, and others, that

**UC Davis graduate nursing students** are prepared to be the expert nurses our communities need."

~ **Deborah Ward**  
Associate Dean for  
Academics at the  
Betty Irene Moore  
School of Nursing

**When Casey Shillam joined the Betty Irene Moore School of Nursing's inaugural class in fall 2010, she had a strong background in nursing practice and teaching.**

Before completing her degree, Shillam said, "I lacked the policy and leadership experience necessary to advance my career to a place where I felt I could make the most impact – ensuring that the next generation of students has the leadership skills and the passion to lead the community-based health-care teams of the future."

After graduating, Shillam was appointed as an assistant professor at the Johns Hopkins University School of Nursing. Shillam now leads a team of faculty responsible for preparing a new generation of nursing students with core competencies and skills. She is one example of the benefit the Betty Irene Moore School of Nursing brings to local and national communities through its values and vision for transforming health care through nursing leadership, education and research.

The nursing school is one of the many, innovative ways UC Davis prepares the next generation of health-care professionals. The health system also provides educational programs to train physicians; public health and health informatics professionals; and nurse practitioners/physician assistants as well as medical residents and fellows.

The nursing school also has propelled the expansion of interprofessional education throughout the health system to teach students to work in multidisciplinary teams.

Shillam's appointment reflects an immediate goal of the School of Nursing – to respond to the nation's growing need for nursing faculty.

Health care has boomed even in the economic crisis; currently it is the Sacramento region's largest employer

industry. The passage of the Affordable Care Act, the nation's increasing geriatric population and the next wave of nursing retirements indicate the need for further growth for this facet of the health-care workforce.

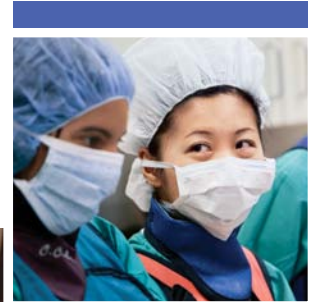
The ripple effect of the nursing school's graduates will prove exponential as they teach and influence the next generation of nursing students, who will practice as clinicians, advocates, researchers, educators and leaders.

Training to fill nursing faculty positions at community colleges is critically important. By providing clinical rotational opportunities, informational events and, now, educating future faculty, UC Davis Health System supports the local nursing programs at Sacramento State University and Los Rios Community College District as part of its commitment to prepare a well-trained health-care workforce.

Since its founding, the Betty Irene Moore School of Nursing has influenced the communities it serves through awards and appointments on national committees and ground-breaking programs examining and effecting change in health-oriented settings. The school's exemplary job-shadowing program, for example, enables medical students to spend a day observing registered nurses in the critical care unit.

Graduates are expected to lead in the communities where they work and in their work – in clinical care, community settings, public agencies and business management. The Betty Irene Moore School of Nursing is preparing excellent nurse researchers and educators as a crucially important element in elevating the quality of health care and advancing health.

# need for nursing faculty



**817**

Number of medical, nursing, public health, health informatics, family nurse practitioner/physician assistant students

**60**

Number of endowed scholarships awarded to medical students every year at UC Davis School of Medicine

**882**

Medical residents and fellows

**\$100 million**

Amount of the nation's largest grant for nursing education, which launched the Betty Irene Moore School of Nursing

**25**

Number of Betty Irene Moore School of Nursing inaugural graduates

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# UC DAVIS HEALTH SYSTEM

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